

## Message Text

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ACTION AF-10

INFO OCT-01 SS-15 SP-02 EB-08 INR-07 A-01 SIG-01

ISO-00 /045 W

-----222353Z 082200 /45S

R 221412Z APR 77

FM AMEMBASSY LUSAKA

TO SECSTATE WASHDC 5490

C O N F I D E N T I A L SECTION 1 OF 2 LUSAKA 1095

STADIS////////////////////////////////////

E.O. 11652: GDS

TAGS: AMGT PFOR ZA US

SUBJ: PARM: ANNUAL POLICY AND RESOURCE ASSESSMENT: PARTS II  
AND III

REF: STATE 47671; LUSAKA 1065

PART II: RESOURCES ASSESSMENT

A. STATE

EMBASSY LUSAKA IS ORGANIZED ALONG TRADITIONAL LINES:  
EXECUTIVE SECTION CONSISTING OF THE AMBASSADOR AND DCM,  
POLITICAL, ECONOMIC/COMMERICAL/AID, CONSULAR AND ADMINISTRATIVE  
SECTION. TWO FULL-TIME AMERICAN SECRETARIES, THE AMBASSADOR'S  
SECRETARY AND ONE SECRETARY NOMINALLY ASSIGNED TO THE DCM,  
PERFORM CLASSIFIED WORK FOR THE ENTIRE MISSION. UNDER THE  
AMBASSADOR'S DIRECTION, THE SLIM MANPOWER RESOURCES AVAILABLE  
TO THE EMBASSY ARE USED IN CARRYING OUT OUR COURSES OF ACTION.

ON ISSUES RELATED TO SOUTHERN AFRICA (ZAMBIA TO MAINTAIN A  
MODERATE POSITION AND RESIST MILITARY SOLUTIONS) THE AMBASSADOR  
AND DCM CARRY THE LARGEST RESPONSIBILITY, GIVEN THE LEVEL OF  
THEIR CONTACTS. HOWEVER, EVERY SUBSTANTIVE OFFICER IN THE EMBASSY  
KNOWS OUR OBJECTIVES IN THIS AREA AND IS PREPARED TO SUPPORT  
THEM.

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PRIMARY RESPONSIBILITY FOR MAINTAINING PRODUCTIVE CONTACT  
WITH SOUTHERN AFRICAN NATIONALIST GROUPS RESTS WITH THE DCM  
ASSISTED BY THE POLITICAL OFFICER; HOWEVER, OTHER OFXICERS,  
AS APPROPRIATE, ENGAGE IN THIS EFFORT.

WE HAVE FOUND THAT THE MOST EFFECTIVE APPROACH TO OUR OBJECTIVE  
OF STRIVING FOR A COINCIDENCE OF VIEWS ON MULTILATERAL SUBJECTS  
AND TO IMPORVE MISUNDERSTANDINGS IS AN EDUCATIONAL ONE. THIS

IS PERFORMED BY THE AMBASSADOR AND ALL OTHER OFFICERS IN THE EMBASSY WITH A MOST IMPORTANT ASSIST FROM USIS. SHORT TERM AMERICAN SPECIALISTS, ESPECIALLY IN THE AREA OF INTERNATIONAL ECONOMIC AFFAIRS, HAVE BEEN AND WILL CONTINUE TO BE EFFECTIVELY PROGRAMMED BY USIS. PLACEMENT IN THE LOCAL NEWS MEDIA OF ITEMS PRESENTING THE U.S. POINT OF VIEW ON MULTILATERAL ISSUES WILL REMAIN A PRIORITY COURSE OF ACTION.

PROTECTION OF U.S. ECONOMIC INTERESTS IN ZAMBIA INVOLVES IN THE FIRST INSTANCE THE AMBASSADOR ASSISTED BY THE DCM AND ECON/COMMERCIAL OFFICER. AGAIN, THE EDUCATIONAL APPROACH WHICH STRESSES THAT IT IS IN ZAMBIA'S AS WELL AS THE U.S. INTEREST TO PROVIDE A CLIMATE FAVORABLE TO TRADE AND INVESTMENT HAS PROVEN THE MOST EFFECTIVE. IN THIS EFFORT AS WELL, THE EMBASSY HAS FOUND THAT USIS PROGRAMMING OF VISITING ECONOMISTS AND PLACEMENT OF MATERIAL IN THE ZAMBIAN NEWS MEDIA OF ITEMS REFLECTING THE U.S. POINT OF VIEW HAS BEEN OF GREAT VALUE.

OUR LEAN STAFFING OFFERS LITTLE POSSIBILITY FOR RESTRUCTURING SO AS TO FOCUS RESOURCES MORE DIRECTLY ON THE MOST IMPORTANT OBJECTIVES. EACH ELEMENT OF THE EMBASSY IS FULLY ENGAGED IN CARRYING OUT ITS PRIMARY RESPONSIBILITY. FAST DEVELOPING AND CONSTANTLY SHIFTING POLITICAL DEVELOPMENTS PLACE EXTRA-ORDINARY DEMANDS ON THE AMBASSADOR, DCM AND POLITICAL OFFICER. THE

ECONOMIC/COMMERCIAL OFFICER HAS DIRECT RESPONSIBILITY FOR HANDLING A \$25 MILLION AID PROGRAM IN ADDITION TO HIS REGULAR RESPONSIBILITIES; THE CONSULAR OFFICER HANDLES ONE OF THE LARGEST IMMIGRANT VISA OPERATIONS IN BLACK AFRICA. WHAT WE HAVE DONE IN THE PAST AND PLAN TO CONTINUE TO DO IN THE FUTURE IS TO UTILIZE ALL OFFICERS TO MEET HIGH PRIORITY REQUIREMENTS. CONFIDENTIAL

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THIS MEANS THAT SOME ASPECT OF THE TRADITIONAL WORK OF THE EMBASSY, CONSULAR, ECONOMIC, FOR EXAMPLE, WILL BE NEGLECTED FOR PERIODS OF TIME IN THE INTERESTS OF MEETING OVERRIDING OBJECTIVES. WE ASK FOR NO NEW STATE POSITIONS, BUT THERE WILL BE TIMES WHEN WE MAY NEED THE DEPARTMENT'S UNDERSTANDING WHEN MORE ROUTINE WORK OF THE EMBASSY IS DELAYED.

#### B. OTHER AGENCY PROGRAMS AND RESOURCE LEVEL

THERE IS AT THE MOMENT ONLY ONE OTHER AGENCY REPRESENTED IN LUSAKA. IT IS USIA (TWO OFFICERS). WE BELIEVE THERE IS A NEED FOR ONE AID OFFICER AND SECRETARY.

THE USIS OPERATION IN LUSAKA IS THOROUGHLY INTEGRATED INTO THE EMBASSY'S OVERALL PROGRAM. BOTH THE PAO AND CAO ARE AWARE OF OUR OBJECTIVES IN ZAMBIA AND ARE QUICK TO EXPLOIT OPPORTUNITIES TO FURTHER THEM. THEY ARE ALERT TO POSSIBILITIES FOR PLACEMENT OF MATERIAL IN THE LOCAL NEWS MEDIA IN SUPPORT OF OUR OBJECTIVES AND ARE IMAGINATIVE IN PROGRAMMING LECTURERS WHO CONTRIBUTE TO BUILDING A BETTER UNDERSTANDING OF THE U.S. THE PAO HAS DEVELOPED EXCELLENT CONTACTS WITH LEADING FIGURES

OF THE ZAMBIA MEDIA AND HAS USED THESE CONTACTS CONSTRUCTIVELY.  
THE CU PROGRAM IS WELL CONCEIVED AND WELL MANAGED AND HAS  
PROVEN EFFECTIVE IN HELPING TO BUILD A CLIMATE FAVORABLE  
TO THE U.S.

WE SEE NO NEED TO CHANGE THE STAFFING OF THE USIS OPERATION.  
IT IS A LEAN OPERATION WHICH IS FUNCTIONING WELL.

GIVEN THE SIZE OF THE AID PROGRAM PN ZAMBIA (APPROXIMATELY  
\$25 MILLION IN FY 77), WE BELIEVE THERE IS A NEED TO INCREASE  
THE EMBASSY STAFF BY ONE AID OFFICER AND ONE SECRETARY. WE  
HAD HOPED TO AVOID THIS STEP. HOWEVER, EXPERIENCE OVER THE LAST  
SEVEN MONTHS HAS SHOWN THAT OUR ONE STATE E/C OFFICER CANNOT  
CARRY THE AID LOAD, EVEN WITH TDY ASSISTANCE, AND STILL MANAGE  
TO PERFORM HIS NORMAL FUNCTIONS EFFECTIVELY. FURTHER, WITH THE  
PROSPECT OF AN EQUALLY LARGE AID PROGRAM IN FY 78 PLUS A NEW  
FAIRLY LARGE PARTICIPANT TRAINING PROGRAM, IT HAS BECOME CLEAR  
THAT SOMEONE WITH AN AID BACKGROUND WILL BE NEEDED ON A FULL  
TIME BASIS.

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PART III: STATE PERSONNEL RECOMMENDATION

A. WE DO NOT BELIEVE THAT REPROGRAMMING OUR LIMITED RESOURCES  
WOULD PERMIT ANY MAJOR IMPROVEMENT IN CONCENTRATION ON OUR

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ACTION AF-10

INFO OCT-01 SS-15 SP-02 EB-08 INR-07 A-01 SIG-01

ISO-00 /045 W

-----222354Z 082509 /45

R 221412Z APR 77

FM AMEMBASSY LUSAKA

TO SECSTATE WASHDC 5491

C O N F I D E N T I A L SECTION 2 OF 2 LUSAKA 1095

STADIS////////////////////////////////////

PRIORITY OBJECTIVES. AS NOTED PREVIOUSLY, THERE IS ENOUGH ESSENTIALLY CONSULAR, POLITICAL, AND ECONOMIC WORK TO KEEP THE OFFICERS ASSIGNED TO THESE SECTIONS FULLY ENGAGED. THERE IS NO SLACK IN THE ADMINISTRATIVE SECTION. AS THE NEED ARISES, WE DIVERT OFFICERS FROM THEIR SPECIALTY TO ASSIST IN AN AREA WHICH DEMANDS PRIORITY ATTENTION.

B. INCREASES/DECREASES

WE ARE NOT REQUESTING ANY ADDITIONAL STATE RESOURCES.

C. LOWER PRIORITY POSITIONS

THERE ARE LESS THAN 12 AMERICAN POSITIONS (STATE) AT AMERICAN EMBASSY LUSAKA; THEREFORE, WE ARE NOT LISTING LOWER PRIORITY POSITIONS.

MISSION STAFFING CHART

CURRENT FY 77

AMER. AMER. FSL FSL

AGENCY/FUNCTION OFFS. STAFF PROFES. STAFF

STATE

EXECUTIVE	2	2	1	
POLITICAL	1	1		
ECON/COMMERCIAL	2		1	1
ADMIN (OF WHICH)	2		6	5
COMMUNICATION	1	2		
SECURITY				
REGIONAL				
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OFFICES

CONSULAR	2	2
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OTHER AGENCIES

USIS	2	7	5
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STATE

EXECUTIVE	2	2	1
POLITICAL	Q	Q	
ECON/COMMERCIAL	2		6 5
COMMUNICATION	1	2	
SECURITY			
REGIONAL			
OFFICES			
CONSULAR	2	2	

FY 79 PROJECTIONS SHOULD REFLECT CHANGES JUSTIFIED IN THE TEXT OF THE MISSION'S ASSESSMENT - NONE  
SPECIFY THE FUNCTION OF ANY REGIONAL OFFICES - NONE  
PREPARE SEPARATE CHART FOR EACH CONSTITUENT POST - NONE  
IDENTIFY ADMINISTRATIVE POSITIONS AS CORE OR DAS.

ALL ADMINISTRATIVE POSITIONS ARE CORE.

NO PIT POSITIONS LISTED.

LOW

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## Message Attributes

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**Review Markings:**  
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